

3 FAH-1 H-2320

PROMOTION OF MEMBERS OF THE FOREIGN SERVICE

(TL:POH-59; 01-24-2000)

3 FAH-1 H-2321 RESPONSIBILITIES

3 FAH-1 H-2321.1 Director, Office of Performance Evaluation

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. Certifies to selection boards in accordance with the precepts (see 3 FAH-1 H-2321 Exhibit 2321.1A and 3 FAH-1 H-2321 Exhibit 2321.1B) and these regulations, the names of members of the Service to be considered by the boards.

b. Provides technical advice and staff support to the selection boards.

c. Prepares promotion and career extension lists of members of the Foreign Service for each class on the basis of the determination made by the Under Secretary for Management of the number of members to be promoted or extended under 3 FAM 2325 and 3 FAM 6200, respectively. Names shall be taken in order from the lists of members recommended for promotion or extension by the selection boards in accordance with the Precepts.

NOTE: Until 3 FAM 6200 is revised and published, old 3 FAM 730 (although no longer included in 3 FAM) is still in effect, since this regulation was a negotiated agreement.

d. Excludes from the lists of recommended promotions or extensions the name of any member separated from the Service for any reason and substitutes the names of other members in the order recommended for promotion or extension by the selection boards, under 3 FAM 2328.

e. Identifies members of the Foreign Service recommended for promotion who are still language probationers. Names of members removed from the promotion list because of language probation will be promoted subsequently if the members in question satisfy the language requirement before the convening of the next selection boards. If the member is not off language probation before the convening of the next selection boards, the member will re compete for promotion.

3 FAH-1 H-2321.2 Director General of the Foreign Service

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

- a. Determines the number and membership of the selection boards. (See 3 FAM 2326.1-1.)
- b. Approves the precepts which have been negotiated with the exclusive representative, if any, for all boards or panels established for the purpose of evaluating Foreign Service personnel (3 FAM 2326.2).
- c. Convenes and adjourns the selection boards and assures appropriate briefings of board members.
- d. Reviews the findings and recommendations of the selection boards to determine whether they were made in accordance with the precepts and these regulations. Any list or name may be returned for reconsideration by the selection board if questions of procedure or conformity with precepts and these regulations arise. If a part of a list is returned, the board may review the names returned or, at its discretion, the entire list.
- e. Approves the temporary exclusion from a promotion list of any member of the Service under 3 FAM 2328.
- f. Submits the promotion list of members of the Foreign Service recommended for promotion to class FS-1 and below to the Under Secretary for Management for approval.
- g. Submits the lists of members recommended for limited extensions of their career appointments to the Under Secretary for Management for approval.
- h. Submits the promotion list of members recommended for promotion into and within the Senior Foreign Service to the Under Secretary for Management for transmittal to the Secretary for recommendation to the President.
- i. Recommends from time to time to the Under Secretary for Management approval of a list of positions comparable to chief of mission (3 FAH-1 H-2322).

3 FAH-1 H-2321.3 Under Secretary for Management

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. Determines the number of promotions and extensions of career appointments of members of the Foreign Service (3 FAM 2325 and 3 FAM 6200) who are subject to review by selection boards for such purposes.

b. Approves promotions of career and career candidate members of the Service under section 605 of the Foreign Service Act of 1980 (Act) based on recommendations and rankings of selection boards established under section 602 of the Foreign Service Act of 1980 (except for career member promotions into and within the Senior Foreign Service which require the approval of the President; and promotions of career and career candidate members of the Service in classes below the FS-4 level and categories governed by administrative promotions under 3 FAM 2329.3).

c. Approves limited extensions of career appointments of members of the Service (3 FAM 6200) in accordance with the recommendations and rankings of selection boards.

NOTE: Until 3 FAM 6200 is revised and published, old 3 FAM 730 (although no longer included in 3 FAM) is still in effect, since this regulation was a negotiated agreement.

d. Approves from time to time the list of positions comparable to chief of mission.

3 FAH-1 H-2322 POSITIONS COMPARABLE TO CHIEF OF MISSION

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

From time to time the Director General of the Foreign Service will initiate a list of positions comparable in importance to "chief of mission" (as defined in section 102(3) of the Foreign Service Act of 1980, as amended). The Director General will then submit the list to the Under Secretary of Management for approval. The under secretary has approved the following list of positions as comparable in importance to that of "chief of mission".

3 FAH-1 H-2322.1 Positions Abroad

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

Positions abroad include:

- Deputy chiefs of mission (as designated by the Undersecretary for Management)
- Positions established as chargé d'affaires
- Chiefs, U.S. interests sections
- Consul General, Hong Kong
- Consul General, Jerusalem

3 FAH-1 H-2322.2 Positions in International Organizations

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

Positions in international organizations include:

- U.S. representatives (when chief of mission level is established by the Post Classification Committee)
- Deputy U.S. representatives
- Representatives if appointed by the President with the advice and consent of the Senate

3 FAH-1 H-2322.3 Positions at the Department of State

3 FAH-1 H-2322.3-1 Executive Schedule Positions

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

Executive Schedule positions include:

- Deputy secretary (5 U.S.C. 5312)
- Ambassadors at large (5 U.S.C. 5313)

- Under secretaries (5 U.S.C. 5314)
- Assistant secretaries (5 U.S.C. 5315)
- Legal Adviser (5 U.S.C. 5315)

3 FAH-1 H-2322.3-2 Positions Equivalent to Assistant Secretaries

(TL:POH-48; 06-12-1998)

(State Only)

(Applies to Foreign Service Only)

Positions equivalent to assistant secretaries include:

- Director General of the Foreign Service and Director of Personnel (M/DGP) (section 208 of the Act)
- Inspector General (OIG) (section 209 of the Act)
- Director, Policy Planning Staff (S/P)
- Special Assistant to the Secretary and Executive Secretary of the Department (S/S)
- Chief of Protocol (S/CPR)
- Coordinator for Communications and Information Policy (CIP)
- Special Adviser to the Secretary for the New Independent States (S/NIS)
- Chief Financial Officer (M/FMP)
- Chief Information Officer (IRM/CIO)
- Director, Foreign Service Institute (M/FSI)
- Director, Management, Policy, and Planning (M/MP)
- Coordinator, Office for Counterterrorism (S/CT)
- Director, Office of Foreign Missions (M/OFM)
- Medical Director, Department of State and the Foreign Service (M/DGP/MED)

3 FAH-1 H-2322.3-3 Other Positions

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

Other positions include:

- Principal executive assistants to the Secretary, Deputy Secretary, and the under secretaries of State
- Deputy assistant secretaries
- Deputies to positions established at a rank equivalent to assistant secretaries
- Deputies to the Legal Adviser
- Senior Foreign Service Inspectors in the Office of the Inspector General (OIG/ISP)
- Dean, Professional and Area Studies (M/FSI)
- Dean, Senior Seminar (M/FSI)
- Vice President, National Defense University
- Faculty Advisor, National War College
- Faculty Advisors to the Industrial College of the Armed Forces (ICAF)
- Faculty Advisor, Air University
- Faculty Advisor, Army War College
- Faculty Advisor, Naval War College

3 FAH-1 H-2322.4 For Assignments To Other Agencies

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

For assignments to other agencies, positions include:

- Assistant secretaries (or positions established at an equivalent rank or level or higher)

- Deputy assistant secretaries (or deputies to officials whose positions are established at a level or rank equivalent or higher than assistant secretaries)
- Positions compensated under the Executive Schedule (5 U.S.C. 5311-5316) or under section 631 of The Foreign Assistance Act of 1982, as amended

The Office of Resource Management and Analysis (PER/RMA) retains the current list of comparable positions and all previous lists.

3 FAH-1 H-2323 CREDITABLE PRIOR SERVICE OF REINSTATED Officers

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

A member of the Foreign Service reappointed to the Service after separation (see 3 FAM 2130 and 3 FAM 2210) shall receive credit toward eligibility for promotion for prior service as a Foreign Service member if the member is reappointed to the same or equivalent class as the one from which separated. The period of service in class shall be calculated on the basis of total creditable service in that class.

3 FAH-1 H-2324 ELIGIBILITY OF RECALLED OFFICERS

(TL:POH-48; 06-12-1998)

(State Only)

(Applies to Foreign Service Only)

A retired member of the Foreign Service who is recalled temporarily to active service, as provided in 3 FAM 2130 and 3 FAM 2210, shall be eligible for promotion in accordance with 3 FAM 2320 and 3 FAH-1 H-2320.

3 FAH-1 H-2325 EFFECT OF PROMOTION ON BASIC SALARY

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. Any member of the Foreign Service promoted to a higher class in the Foreign Service Schedule established under section 403 of the Act shall receive a base salary at the lowest step rate of the higher class which

exceeds the existing rate of base salary by not less than two step increases or six percent, whichever is greater, of the class from which promoted.

b. Any member of the Foreign Service promoted from class FS-1 to the class of counselor (OC) in the Senior Foreign Service established under section 402 of the Act will receive the lowest FE salary level which exceeds the member's scheduled rate of pay by not less than two step increases or six percent, whichever is greater, of the class from which promoted. However, no such promoted member will receive a salary above the FE-4 level.

c. Any member of the counselor class of the Senior Foreign Service promoted to the class of minister-counselor (MC) will receive a salary at the FE-4 level unless the promotee was already at that level in the counselor class. If already at the FE-4 level, the member will be promoted to the FE-5 level.

d. Any member of the minister-counselor class of the Senior Foreign Service promoted to the class of career minister (CM) will receive a salary at the FE-6 level.

3 FAH-1 H-2326 PROCEDURES FOR ADMINISTRATIVE PROMOTIONS

(TL:POH-48; 06-12-1998)

(State Only)

(Applies to Foreign Service Only)

a. At least one month before completion of the time-in-class required for an administrative promotion, the Director of the Office of Performance Evaluation in the Bureau of Personnel (PER/PE) will inform the respective post or bureau of the member's eligibility for promotion and inquire whether the member's current performance has been judged satisfactory by the supervisor.

b. The post or bureau will advise PER/PE whether the member's performance has been satisfactory or unsatisfactory.

3 FAH-1 H-2326.1 Satisfactory Performance

(TL:POH-48; 06-12-1998)

(State Only)

(Applies to Foreign Service Only)

If the response indicates satisfactory performance, and pertinent evaluation material covering earlier assignments while in present class also indicates that the employee's performance has been satisfactory, the Director of PER/PE will effect the necessary administrative action to promote the member.

3 FAH-1 H-2326.2 Unsatisfactory Performance

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. A post or bureau may advise PER/PE that a member's performance has been unsatisfactory only if the member has previously been advised of the areas of performance which are deficient and been given a reasonable opportunity to demonstrate satisfactory performance. A period of 60 days ordinarily will be sufficient to demonstrate needed improvement, but a lesser period may also suffice depending upon the nature and extent of responsibilities, the member's time in the position, and similar circumstances.

b. If adequate notice and opportunity to demonstrate improvement have not been provided or if the post or bureau believes that because of limited time at post or in current function, more consideration needs to be given to a member's performance before deciding whether performance is satisfactory, a delay in promotional consideration for a period not to exceed 60 days should be requested. Before making such a request, however, the responsible administrative officer or executive officer will discuss the post's or bureau's proposed course of action with the member, ask for the member's views, and take these into consideration. The member will be informed of the post's or bureau's action in writing with a clear indication of the reasons for the delay. The member will be given every reasonable opportunity to demonstrate satisfactory performance during the succeeding trial period.

c. Ordinarily, a determination by the supervisor of unsatisfactory performance will be made only in connection with review for administrative promotion as outlined in paragraphs a and b in this section. However, when a member's performance is judged clearly unsatisfactory at any time after a reasonable opportunity for experience in a new position, the supervisor, in consultation with the reviewing officer and the administrative officer or the executive officer, may, if the situation warrants it, advise the member in writing of the unsatisfactory determination and the reasons, and provide a reasonable period, ordinarily 60 days, for the member to raise performance to a satisfactory level.

d. In cases under 3 FAM 2329, where the post or bureau has requested that consideration for promotion be delayed or a member has been formally notified of unsatisfactory performance, the post or bureau must submit to PER/PE an employee evaluation report immediately following the trial period. The report should state either that the member's performance is judged satisfactory and, if appropriate, that the member is recommended for promotion, or that performance is judged unsatisfactory. In the case of a finding of unsatisfactory, the post or bureau may recommend either that the

member be given an additional period to demonstrate satisfactory performance or that consideration be given to separation from the Service.

3 FAH-1 H-2326.3 Action on Unsatisfactory Ratings

(TL:POH-48; 06-12-1998)

(State Only)

(Applies to Foreign Service Only)

Whenever an unsatisfactory rating for a member subject to administrative promotion is received in PER/PE, any scheduled administrative promotion will be suspended pending completion of the review prescribed in 3 FAH-1 H-2327, and such review will be initiated forthwith.

3 FAH-1 H-2326.4 Career Candidate Basic Training

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. The course supervisor will advise the candidate in overcoming difficulties in cases where it appears that a career candidate may not complete the basic training for the specialty in a satisfactory manner. Where it is determined that a candidate has not completed a basic training course satisfactorily, the course supervisor may either recommend that the candidate repeat all or part of the prescribed training or that consideration be given to immediate separation from the Service.

A recommendation for separation will be documented in a completed Form DS-1106 Training Evaluation Report (TER) which will be given to the candidate for signature and comment and sent promptly to PER/PE.

b. PER/PE will give the candidate the opportunity to submit whatever information or documents the candidate believes are pertinent to the case. The unsatisfactory TER and candidate's comments, if any, will be submitted to the director general.

c. The Director General may initiate any further inquiry or proceedings, as appropriate, to the issue giving rise to the unsatisfactory TER. Upon resolution or clarification of the issues involved to the satisfaction of the Director General, the Director General may either:

(1) Initiate immediate action to separate the candidate in accordance with section 611 of the Act and 3 FAM 2329; or

(2) Provide an additional period for the candidate to demonstrate satisfactory completion of basic training or satisfaction of the standards of the specialty. If the candidate fails to complete this additional training in a satisfactory manner, the candidate will be separated in accordance with section 611 of the Act and 3 FAM 2329.

3 FAH-1 H-2327 TEMPORARY OR PERMANENT DEFERRAL OF ADMINISTRATIVE PROMOTION

3 FAH-1 H-2327.1 Grounds for Deferring Consideration

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

The following reasons are appropriate grounds for deferral of consideration for promotion:

- (1) An appraisal of the member's performance as unsatisfactory, in accordance with 3 FAM 2329;
- (2) Issues of loyalty, security, misconduct, suitability, or malfeasance;
or
- (3) Inaccurate or incomplete statements included in the member's official performance file regarding the member's performance.

3 FAH-1 H-2327.2 Action by Director General

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

The Director General will promptly inform the member concerned in writing of the action taken and will initiate, pursue, or monitor such inquiry, investigation, or proceeding as is appropriate to the issue giving rise to the deferral. The member will be given the opportunity to submit whatever information or documents the member believes are pertinent to the case. Upon disposition or resolution of the issue, the Director General will:

- (1) Determine that performance is satisfactory on the basis of the documented performance file and request that the necessary administrative action be initiated to promote the member to be effective as of the previously scheduled anniversary date;
- (2) Determine that performance is judged unsatisfactory on the basis of the documented performance file. In this case, the Director General will:
 - (a) Initiate action to separate the member in accordance with section 612 of the Act for career candidates serving under limited appointments or section 610 of the Act for members serving under career appointments; or

(b) Provide an additional trial period of 60 days or more for the member to demonstrate satisfactory performance, on the basis of which administrative promotion may be granted. The post or bureau must submit to PER/PE an employee evaluation report immediately following the additional period in accordance with the provisions of 3 FAM 2329; or

(3) In the case of disciplinary or other action against a member, if separation from the Service is warranted, the Director General will document that action in the performance file and initiate action under section 610 or 612 of the Act, as appropriate, to separate the member.

3 FAH-1 H-2327.3 Separation Action Pending

(TL:POH-56; 11-24-1999)

(State Only)

(Applies to Foreign Service Only)

a. Where the Director General has initiated separation proceedings under 3 FAH-1 H-2327.2 item (2) or (3) above, the deferred promotion will not become effective pending determination of the separation proceeding. Should the proceeding be resolved in favor of the member, the Director General will take action in accordance with 3 FAM 2329. Should the member be separated, the scheduled promotion will not become effective.

b. The member will be given prompt notice in writing of the Director General's decision and the reasons.

c. In the case of career members assigned to positions in new occupational fields after satisfactory performance in their primary career field, where the member's evaluated performance in the new field has been found unsatisfactory and an additional trial period is not considered warranted, the Director General will direct reassignment to a position in the former occupational category in lieu of separation.

3 FAH-1 H-2328 AND H-2329 UNASSIGNED

3 FAH-1 H-2321 Exhibit H-2321A
PROCEDURAL PRECEPTS FOR THE 1999
SENIOR AND INTERMEDIATE
FOREIGN SERVICE SELECTION BOARDS

(TL:POH-59; 01-24-2000)
(State Only)
(Applies to Foreign Service only)

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**PROCEDURAL PRECEPTS FOR THE 1999 SENIOR
AND INTERMEDIATE FOREIGN SERVICE
SELECTION BOARDS**

PART I. PURPOSE AND SCOPE

A. STATEMENT OF PURPOSE

These precepts establish the scope, organization, and responsibilities of the Foreign Service selection boards and describe the criteria to be used by the boards in reaching their determinations. All boards will review the performance folders of eligible members of the Foreign Service to rank or order members for promotion; identify members to be considered for possible separation for noncompetitive performance; and carry out related responsibilities. Boards reviewing the performance folders of members below the Senior Foreign Service (SFS) will, in addition, recommend conferral of meritorious service increases (MSIs). Members of the Senior Foreign Service will be subject to recertification in 2000 and on a three-year cycle thereafter (3 FAM 2852). Boards may be asked to prepare a rank-order list of those members qualified for the conferral of limited career extensions (LCEs). The criteria for promotion in the Foreign Service, set forth in the core precepts, are statements of policy regarding the qualities and capabilities considered essential for advancement in the Foreign Service.

B. SCOPE OF COVERAGE

1. Senior Foreign Service. Senior boards will consider the following categories of personnel:

a. Members serving under career or senior career candidate appointments in the classes of career minister (FE-CM), minister-counselor (FE-MC), or counselor (FE-OC); and

b. Career members of Foreign Service class FS-1.

2. Intermediate generalist and specialist boards will consider career and career candidate members of the Foreign Service in classes FS-2 through FS-7, excluding untenured members serving in the Junior Officer and Mustang Programs and members in classes and occupational categories subject to administrative promotion.

3. Employees of the American Institute in Taiwan (AIT), or persons who have been assigned to international or other organizations with reemployment rights as career members of the Foreign Service, will be considered if otherwise eligible.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

4. Selection boards will review the performance folders of only the Foreign Service members described above who have been assigned the following tenure codes: 01, 02, and 03. Selection boards will not review the performance folders of the following categories of personnel:

- a. Noncareer members of the Foreign Service other than certain career candidates;
- b. Members holding non-worldwide tenure or skill codes;
- c. Limited-indefinite employees of the Department;
- d. Limited-resident appointees abroad;
- e. PIT employees;
- f. Career Foreign Service employees from other foreign affairs agencies who serve on Presidential appointments;
- g. Members on leave without pay for two consecutive years or more, unless requested by the member in writing;
- h. Members serving on LCEs; and
- i. Members recalled to active duty.

PART II. ELIGIBILITY

A. ELIGIBILITY FOR PROMOTION CONSIDERATION

1. Time-in-Class

a. Members will be eligible for promotion consideration by the 1999 selection boards only if their last promotion took place before the following dates:

FE-CM	July 1, 1994	(five years)
FE-MC	July 1, 1995	(four years)
FE-OC	July 1, 1997	(two years)
FS-1, FS-2, FS-3	July 1, 1997	(two years)
FS-4, FS-5, FS-6, FS-7	July 1, 1998	(one year)

The rating cycle runs from April to April. Promotions normally become effective during the following fall. The clock determining eligibility for promotion starts July 1 after the promotion takes effect, more than one full rating cycle after the last report written prior to promotion. For this reason, during the first year an employee is eligible for promotion consideration, boards may find more than one, and as many as four or five, reports that have not been reviewed by any previous board.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

b. In the case of members who have converted into the SFS or to the FS salary schedule from non-FS pay plans, time spent in previous equivalent grades will be included in determining eligibility for review.

2. Postponement of Effective Date of Separation

The performance folder of a member whose effective date of separation has been postponed to permit resolution of a grievance, or by the Director General in the public interest, shall not be reviewed by selection boards which convene during the period of such postponements, nor will the performance folder of a member whose date of separation has been postponed due to service in a Presidential appointment requiring Senate confirmation.

3. Special Eligibility Requirements

a. Conferral of the Personal Rank of Career Ambassador

The personal rank of career ambassador shall be conferred only on a member of the Senior Foreign Service who, as of July 1, 1999, has served at least 15 years in class FS-1 and above or equivalent Foreign Service grades in any of the Foreign Affairs agencies and has the following minimum experience: a) at least one year as assistant secretary or the equivalent; and b) at least one year as a chief of mission.

b. Promotion into the Senior Foreign Service

Only the performance folders of eligible career members of the Foreign Service of class FS-1 who have formally applied for threshold review by April 30, 1999, will be considered by the 1999 SFS-IV and SFS-V boards. The performance folders of officers whose requests are received in PER/PE after that date will not be certified for consideration unless earlier application was not possible.

B. LIMITED CAREER EXTENSIONS

1. Eligibility

The 1980 Foreign Service Act authorizes the Secretary to grant limited career extensions (LCEs) to members in their last year of time-in-class (TIC) if they are career members of the SFS or specialists for whom there are no promotion opportunities at the next higher grade. Only members as described above whose maximum time-in-class will expire between July 1, 1999, and June 30, 2000, are eligible for consideration. The limited number of LCEs which may be granted will be determined by specific Service needs to retain expertise and experience in short supply. LCEs are distributed consistent with the selection board's recommendations.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

2. Selection Board Procedures

The board will first complete its consideration of the performance folders of members for promotion and possible selection out or low ranking. If the Director General has determined that because of Service needs management may grant a limited number of LCEs, the Director of the Office of Performance Evaluation (PER/PE) will provide the board the names of all career members in the class who are in their last year of time-in-class but who were not reached for promotion. The Director General will provide the board information on the particular specialized skills which management has determined to be in short supply for the subsequent three-year period. The board will review the records of all members and, based on the criteria below, will list in rank order, by skill code, those whom it deems qualified for a limited career extension and additionally classwide for FE-OC and FE-MC generalists. The Director General will grant LCEs only to members whom the board has found qualified and to those members in the rank order established by the board.

3. Criteria

In reviewing the performance records of members for an LCE, the board will apply the same criteria as for promotion. However, recognizing that members extended will serve only in their present class, the board will give considerably less weight to evidence of potential to perform at the next higher class and substantial weight to the quality of performance and potential for continued outstanding service in the class in which the member is being considered for an LCE.

PART III. PROCEDURES

A. MAJOR RESPONSIBILITIES

1. Promotion

Promotion is recognition that a member has demonstrated the capability of performing the duties and responsibilities required at a higher level. It is not a reward for prior service, although the performance of present and past duties usually indicates the degree to which an employee has developed the qualities needed for successful performance at higher levels. Creditable performance under unusually difficult or dangerous circumstances is particularly relevant, as is a willingness to risk disciplined and sensible dissent and the constructive advocacy of policy alternatives.

Boards are reminded of the importance to U.S. interests of such transnational or global issues as terrorism, international crime, environment/science/technology, narcotics, refugees, human rights, and labor. Selection boards should acknowledge expertise and accomplishments of employees in these areas and give them full consideration for promotion.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

In accordance with Pub. L. 102-138 of October 28, 1991, "end-of-training reports for employees in full-time language training shall be weighted as heavily as the annual employee efficiency reports." Pub. L. 103-236 (April 30, 1994) requires that "significant consideration be given to foreign language competence and use in the evaluation, assignment, and promotion of all Foreign Service officers...." The boards are also instructed to bear in mind the benefits which accrue to the Service when a member returns to a post abroad where he or she can utilize language or other skills gained on a previous assignment.

A primary purpose and goal of the Foreign Service is to represent professionally and competently-abroad a wide range of U.S. interests. While a Foreign Service career will consist of both service abroad and in the United States, a significant portion of the career must be spent in assignments abroad. Given the nature of assignment patterns, it may not be possible for all members to match the Service's ideal of having each member serve abroad at each grade prior to promotion from one grade level to the next, but it is the Department's intention to have all members serve a substantial number of years abroad during both the middle and senior grades. While serving a stated number of years abroad is not a prerequisite for promotion at any particular grade, boards are instructed to consider the importance of demonstrated competence in service abroad when reviewing members for promotion. (See also, board S-II, regarding the special circumstances of Diplomatic Security (DS) officers.)

Boards will identify members who are qualified for promotion, without regard to the number of promotion opportunities that may be available. Boards should recommend for immediate advancement only those members whose records indicate superior long-range potential and an ability to perform at a higher level now. Upon identification of the members it deems qualified for promotion, the board will notify the director of the Office of Performance Evaluation. The director will then inform the board of the number of promotion opportunities authorized for the competition category.

If a board recommends fewer members for promotion than the number of promotion opportunities available, the board may reconsider its findings and identify additional members to be ranked. Boards must base such recommendations solely on the determination, in accordance with the precepts and without regard to the number of promotion opportunities available, that each member has demonstrated the capability to carry out successfully the responsibilities required at the next higher level.

Boards will rank, in order of merit, those members recommended for immediate promotion. Promotions will be granted according to the number authorized by the Director General and in the rank order established by the boards.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

2. Low Ranking and Referral to the Performance Standards Board

a. All career members of the Service who are reviewed for promotion or for a meritorious service increase shall also be reviewed for low ranking and for possible referral to a performance standards board (PSB). The Selection boards are required to designate five percent of the members as low ranked for all competition groups of 20 or more. In competition groups of fewer than 20, boards may nonetheless low rank and refer employee(s) directly to a PSB.

When no promotion opportunities exist, board SFS-I shall not be required to convene solely for the purpose of low ranking.

MC, OC, and 01 officers who are in their last year of TIC shall not be included in the five-percent low-rank quota.

For special instructions regarding current and former labor officers, environment/science/technology officers, and narcotics specialists, refer to "3. Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream".

Low ranking is an indication to the member and the Department of problem areas or inadequacies in needed skills, performance, and/or potential, and may not be based on such secondary considerations as relatively recent promotion, type or pattern of assignments, less extensively documented successful performance, or level of multifunctionality. Inadequacies that lead to low ranking should be documented by examples of performance given in reports from the most recent five years or time-in-class, whichever is longer. In that regard, boards should not rely solely on comments in the areas for improvement section unless documented by examples there or elsewhere within the report.

Weakness in one or more of the areas listed below should adversely affect the selection board's determinations as to whether members are qualified for promotion and may, of themselves, be grounds for a low ranking or for direct referral to a performance standards board at any grade:

- (1) Reluctance to accept responsibility;
- (2) Failure to carry out properly assigned tasks within a reasonable time;
- (3) Low productivity or work poorly done;
- (4) Failure to adapt to the office environment or to a foreign culture;
- (5) Refusal to accept or carry out legitimate directives from properly authorized officials;

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(6) Inability to work effectively and cooperatively with supervisors, colleagues, teammates, or subordinates;

(7) A lack of EEO sensitivity; and/or

(8) Indifference or failure to carry out supervisory responsibilities.

b. The board will review the performance folder of each low-ranked member and specifically identify those whose records indicate they may not have met the standards of performance for their class. These members will be referred to a PSB, which will independently make selection-out determinations after reviewing the files of the members referred to it. Selection boards should be scrupulous in identifying and referring to the performance standards board employees who are obviously sub-standard performers.

(1) For each member specifically identified for referral to a PSB for substandard performance, the board will prepare a statement to justify the referral, citing specific examples and, as appropriate, quoting from the performance record of the most recent five years or time in class, whichever is longer. Such statements shall draw on material from more than one rating period and, where possible, from more than one rating officer. To assist the PSB in evaluating the employee's overall career record, boards should identify employee strengths and positive accomplishments to the extent they determine appropriate; however, boards must fully describe the employee weaknesses in performance that have resulted in referral to a PSB.

(2) For each member low ranked but not referred to a PSB, boards will prepare statements explaining the reasons for the low ranking, through a balanced presentation of the member's strengths and weaknesses, and addressing areas in which performance or potential might be improved. These statements shall draw on material from more than one rating period and from more than one rating officer, where possible. Such statements will include specific examples of performance given in reports from the most recent five years or time in class, whichever is longer. Statements will not be prepared for members low ranked who are in their final year of time-in-class (TIC) or subject to mandatory retirement for age (65) and who will not be reviewed by another selection board. (This will include members in their final year of TIC who are not recommended for an LCE.)

NOTE: Members identified for low ranking who were also low ranked in one or more of the years 1995-1998 will be automatically referred to a PSB, provided the member had a different rating officer in at least two of the years he or she was low ranked. This determination will be made subsequently by PER/PE and requires no action by selection boards.

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c. When considering career ministers for conferral of rank of career ambassador, boards need not low rank five percent of the members. Instead, boards may identify specific members to receive low-ranking statements or to be referred to a PSB.

d. For any adverse action, such as low ranking or referral to a performance standards board, an absolute majority of board members must concur.

3. Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream

Selection boards must carefully take into account the implications of the 1997 merger of three small skill codes—labor, narcotics, and environment/science/technology—into the four basic generalist cones. This step was taken to widen the pool of talent and ensure the best possible staffing of positions in critical global issues, in which the Department plays an expanding role.

As a result of this merger, relevant boards will review the records of employees who have spent the bulk of their careers in one of the small skill codes noted above. The experience of these employees will obviously differ from that of the majority of the competition group.

Board members have an important responsibility to ensure that any such differences in work history do not prejudice the employees in question. A change in skill code, especially when involuntary as is the case here, requires difficult professional and personal adjustments, and has profound career implications. A critical component of the skill code merger was the Department's undertaking to ease the transition into the four basic cones and to protect employees involved against damage to their careers.

In reviewing the performance records of these employees, therefore, selection boards should give full weight to the skills they demonstrated and their specific accomplishments in prior assignments, many of which were in areas of major U.S. foreign policy interest and international concern. In this regard, board members should review the supplemental core precepts, which detail the nature and significance of work in these areas.

Specifically, the boards should note that in 1997 a six-year transition period began for officers at any grade who elected to change their skill codes from one of the three small skill codes to one of the four mainstream skill codes or to a specialist skill code, to provide these officers sufficient time to convert and to adjust to their new skill codes. Therefore, those officers who have made or are in the process of making the switch will be protected from low ranking and referral to the PSB, by cone and classwide or multifunctional, for six years, i.e., through the 2002-03 rating cycle. Once an officer is promoted, six-year protection from low ranking and PSB referral ends.

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There will be no changes to an officer's TIC (multiclass, single class, or six-year window) at any stage of this process.

Boards should also note that officers at any grade who elect to remain in the labor, narcotics, and environment/science/technology skill codes should not be disadvantaged for promotion because of the elimination of their skill codes.

B. ADDITIONAL AUTHORITIES AND RESPONSIBILITIES

1. Non-Rates

Boards must review and reach a decision with regard to any member for whom periods of performance over the most recent five years or time-in-class, whichever is longer, are covered by evaluation or training reports or memoranda documenting any unevaluated period of performance. When periods of performance have not been evaluated, the boards shall assume comparability with rated performance. If a board determines that there is not a pattern of consistent performance, with the concurrence of the Director of PER/PE, the board may determine that the file is insufficiently documented and non-rate a member. Boards will prepare a written justification in each case, with a copy to the non-rated member. When a member is non-rated by a board, the member's time-in-class is extended by one additional year.

2. Meritorious Service Increase

Senior generalist and specialist threshold and intermediate boards may recommend the conferral of meritorious service increases (MSI). A recommendation for a MSI may be made when the record reveals that a member has rendered especially meritorious service during the most recent rating period. Each board will select a maximum of 10 percent of members in each competition group and rank-order them. The top five percent will receive an MSI and the second five percent will be commended. A statement noting MSI and/or commendation recognition will be placed in each member's official performance folder.

A meritorious service increase shall not be granted to a member recommended for one if, after the board is dismissed, the member is determined to have been ranked within the number of available promotion opportunities.

NOTE: In cases where a member has been promoted or has been granted a MSI by another board, the name of the member at the top of the commendation list will be moved up to the MSI list. The Bureau of Personnel will implement all meritorious service increases as of the effective date of the promotions.

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3. Commendation and Criticism

a. Rating and Reviewing Officers

Boards will identify rating and reviewing officers and inspectors who merit commendation or criticism for the quality of evaluations they prepared in the most recent rating period. Boards should take special care to identify reports in which recommendations for promotion or additional experience are not adequately supported by the narrative statement, where comments in the employee evaluation report (EER), Section III.C, "Areas for Improvement," are superficial or absent, or where a reviewing officer has failed to review the ratings adequately for thoroughness, objectivity, soundness, and compliance with evaluation instructions.

In each case where a member is criticized, the board will prepare a written official statement citing deficiencies. A board's statement of criticism will be placed in the member's performance folder and a copy of the statement will be provided to the member, who will have the right to reply in writing for inclusion in the performance folder. Statements of criticism regarding deficient evaluations remain in the member's performance folder for two years so that future boards may identify members who fail to carry out their supervisory responsibilities adequately. A list of rating and reviewing officers commended will be published by PER/PE and will be made available to the boards.

b. Review Panels

Boards may identify review panels which merit commendation or criticism for their efforts, or lack thereof, to have EERs comply with the regulations and instructions. Where a review panel is criticized for failure to perform fully its duties, the board will prepare a written statement to the chairperson citing the deficiencies. The board's statement of criticism will be placed in the chairperson's official performance folder and a copy of the statement will be provided to the member, who will have the opportunity to provide a rebuttal. If, in the judgment of the Office of Performance Evaluation, a satisfactory rebuttal is offered, the statement will be removed from the chairperson's performance folder. Statements of criticism regarding deficient performance on review panel chairpersons remain in the member's performance folder for two years so that future boards may identify members who fail to carry out their responsibilities adequately. A list of commendations will be published by PER/PE and will be made available to the boards the following year.

4. Special Recommendations

Selection boards shall make to the Director General any recommendations they consider appropriate concerning the members under consideration, the materials used in the evaluation process, or improvements to the

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evaluation and selection process. If a board has no recommendations to make, it shall so state. Recommendations or comments, other than those concerning individuals, will be made available to appropriate officials of the American Foreign Service Association on a confidential basis.

5. Counseling Guidance

In instances not involving low ranking, boards may at their discretion utilize a counseling outline provided by PER/PE to offer guidance to members under review. The completed outlines will be provided to the relevant counseling and assignments officers to be used in counseling the members. A copy of the outline should be provided to the employee. The outline will not be made part of any file.

C. BRIEFINGS AND MATERIALS FOR THE BOARDS

1. Members of the Office of Performance Evaluation (PER/PE) will guide the boards on the technical procedures to be followed; PER/PE will provide board members with an oral briefing on voting and related procedures at the outset of board deliberations. The boards will address all queries regarding their work only to the staff of that office.

2. No information will be provided about a member to be reviewed except the official performance folder and an abbreviated personnel audit report. Board members should observe the caution that information on personnel audit report (PAR) sheets may not be fully accurate and that the sole official source of information to be weighed by the board is the member's performance folder. At the appropriate point in the board's deliberations, the number of promotions management can authorize for each competition group in the current promotion cycle will be given to the board. In addition, board members will have available relevant reference materials, including these precepts, instructions for the preparation of employee evaluation reports, a copy of the Foreign Service Act of 1980, and the *Foreign Affairs Manual*.

3. Boards will base their decisions on a member's promotability only on material that is properly a part of the member's performance folder. Boards may review the entire performance folder, placing the greatest emphasis on the most recent five years of service or time-in-class, whichever is longer. They should not give undue weight to any single evaluation report in isolation from other reports covering the last five years or time-in-class, whichever is longer.

a. Foreign language excellence is one of the hallmarks of the Foreign Service and a key feature distinguishing members of the Foreign Service from other Federal employees. The boards are instructed to duly consider foreign language excellence which enhances the member's contribution to the mission.

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b. Boards are instructed not to penalize employees serving out-of-cone.

c. Files of some members who entered the Service in classes above customary levels of entry or after prior service in another foreign affairs agency or the private sector, or whose service was interrupted, may contain information from previous periods of U.S. Government employment; other members, with similar prior experience, may have files relatively lacking in evidence of extended past performance. Members should not be disadvantaged because of such differences in their performance records or because information on earlier work experience may be lacking through no fault of the member reviewed. Boards should, however, give full consideration to documented periods of relevant prior service.

d. Selection boards should not discount a member's overall standing in any way because of a period of performance not rated by an evaluation report.

e. Board members may be acquainted with members under review. Board members will not reveal information about a member's performance not properly included in the performance folder. Boards shall disregard any letters of reprimand in a member's performance folder which are more than two years old or which by their terms should have been removed from the folder, and should bring the existence of such letters promptly to the attention of the PER/PE staff.

f. A board member who was the rating or reviewing officer of the member under review while such member was in his or her present class will be excused from participating in the board's consideration of that file, if the member being reviewed so requests.

g. Board members must be alert to real or apparent conflicts of interest and to instances of a prior adversarial relationship which could hinder their judgment of an individual under consideration. When a member of a board believes that he or she may be unable to render a fair and unbiased judgment of an individual, that member shall state that fact in writing and will be excused from further consideration of the individual. That board member shall continue to participate in the other activities of the board and shall not be required to state a reason for not participating in the consideration of a particular individual.

h. To the extent consistent with these precepts and relevant supplementary technical guidance, boards will establish the internal organization of their workload, deliberations, discussions, and decisions, as they deem appropriate.

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D. SUBMISSION OF FINDINGS AND RECOMMENDATIONS

Each board's findings will be forwarded to the Director General under cover of a transmittal letter signed by the board members. The Director General may return the board's findings for reconsideration if there are questions regarding the procedures used by the board or conformity with the precepts. If the findings are not returned for one of these reasons, the Director General shall accept the board's findings. Each board will prepare the following reports, as applicable:

1. A rank-order list for each competition category of all members whom the board deems qualified for immediate promotion;
2. An alphabetical list of the members low ranked with a counseling statement for each member who was not referred to a performance standards board;
3. An alphabetical list of members to be referred to a performance standards board with a statement explaining the reason for each referral;
4. Alphabetical lists of other members in each competition category (where appropriate) who were reviewed;
5. Separate rank-order lists, for each competition group reviewed for LCEs, of all members the board finds qualified for limited career extensions;
6. An alphabetical list for each competition group of all other members reviewed for LCEs;
7. A list of rating and reviewing officers who merit commendation or criticism for the quality of the evaluation reports they prepared in the most recent rating period or, if there is none, then a statement that no rating or reviewing officer merited commendation or criticism. In each case where an officer is criticized, the board shall prepare a written statement citing deficiencies;
8. A list of review panel chairpersons who merit commendation, or criticism for their efforts to ensure compliance with regulations and instructions governing preparation of EERs or, if there is none, then a statement that no review panel chairperson merited commendation or criticism. In each case where a chairperson is criticized, the board shall prepare a written statement citing deficiencies;
9. A rank-order list of members who were recommended for award of a meritorious service increase or commendation;

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10. A list of members who could not be rated for promotion, if such a decision was approved by the Director, PER/PE. A statement of the reasons for the non-rate must be provided;

11. A list of members who could not be rated for LCE, with a statement for each;

12. An alphabetical list of career ministers whom the board recommends that the Secretary submit to the President for conferral of the personal rank of career ambassador, with a statement of justification for each officer recommended;

13. An alphabetical list of all other members reviewed for the rank of career ambassador;

14. Recommendations on the training, assignment, counseling, or related personnel matters for any member or group of members reviewed;

15. A rank-order list of SFS members recommended for performance pay awards;

16. An alphabetical list of all other members reviewed for performance pay awards;

17. An alphabetical list of SFS members nominated for consideration for Presidential awards; and

18. Recommendations concerning policies and procedures for subsequent boards and improvements to the performance evaluation system, except that if a board has no recommendation to make, it shall so state.

E. OATH OF OFFICE

Board members will heed the following oath of office and adhere to the precepts. Failure to observe these instructions may result in disciplinary action or penalties as prescribed by the Privacy Act. Board members should report to the Director, Office of Performance Evaluation, any attempt to provide them information not authorized by the precepts.

OATH

"I, _____, do solemnly swear (or affirm) that I will perform the duties of a member of a selection board faithfully and to the best of my ability; that I will adhere to the precepts; that I will apply the precepts and promotion criteria without prejudice or partiality; and that I will not reveal to unauthorized persons any information concerning the personnel records used or the deliberations and recommendations of the board (so help me God)."

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ORGANIZATION OF THE BOARDS

Selection boards are organized into generalist and specialist boards to consider separately Foreign Service members with primary skill codes in (1) generalist occupational categories and (2) specialist occupational categories. Generalist occupational categories include the following skill codes:

Administrative	2010
Consular	3001
Economic	5015, 5025
Political	5505, 5520
Labor	5535
Environment, Science & Technology	6020
Multifunctional (Secondary Skill Code)	0060

Specialist occupational skill codes are listed in the paragraphs describing the organization of the specialist boards (below). For special instructions regarding current and former labor officers, environment/science/technology officers, and narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics, and Environment/Science/Technology Skill Codes into the Mainstream".

PART IV. SENIOR BOARDS

In creating the Senior Foreign Service, the Foreign Service Act of 1980 intended to establish a Service "characterized by leadership qualities and highly developed functional, foreign language, and area expertise." In considering officers for promotion within and into the SFS, boards should give due credit to evidence of achievement and competency in these areas. Most senior positions require broad leadership and managerial skills spanning functional divisions. In considering officers for promotion on a class-wide basis, boards should give weight to evidence of competency and accomplishment in carrying out executive responsibilities (i.e., the ability to plan, organize, administer, and evaluate programs) in both the member's primary career field and, particularly, across functional lines.

A. PROMOTION INTO THE SENIOR FOREIGN SERVICE

Promotion across the threshold into the SFS represents a determination that the officer promoted is capable of carrying out the very demanding and responsible duties in senior level positions of the Foreign Service. Some employees under review may not have demonstrated the potential to serve in the SFS but should more appropriately complete their careers at the FS-1 level. Class 1 generalist officers must have achieved a tested competence of S-3/R-3 proficiency level in a foreign language to be eligible for promotion into the Senior Foreign Service.

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FS-1 MEMBERS WHO CHOOSE NOT TO COMPETE FOR SENIOR FOREIGN SERVICE PROMOTION

The senior generalist and specialist threshold boards will review the files of FS-1 members with primary skill codes in the occupational categories under review who were eligible to apply for promotion consideration but did not, to identify those who may receive a meritorious service increase and those who should be low ranked and/or referred to a performance standards board. No negative implication shall be drawn from the fact that a member eligible to request promotion consideration chose not to do so.

B. PERFORMANCE PAY AND PRESIDENTIAL AWARDS FOR SENIOR FOREIGN SERVICE MEMBERS

The performance folders of officers eligible for consideration for performance pay and Presidential awards will be reviewed by the appropriate board. The Under Secretary for Management will determine the number and amounts of performance pay awards authorized. The boards will be advised of the number of awards available and will review the files for performance pay. The review will consist of the recently concluded rating period only.

Performance pay is based on superior performance in the most recent rating period. While promotion is based on multiple years of accomplishments, performance pay is awarded for a single year's accomplishments. As such, competition groups for performance pay are different from those used for promotion. Some outstanding members have held Presidential appointments and have elected the pay and benefits of their positions; therefore, those members are not eligible for performance pay.

For Presidential awards, the review will encompass the last three annual rating cycles while the member was in the Senior Foreign Service or equivalent grades.

SFS selection boards will recommend Presidential award candidates to the Department's Senior Review Board (DSRB). The DSRB will then nominate candidates for the Presidential distinguished service and meritorious service awards to the interagency selection board.

Members of the SFS may not receive a performance award and a Presidential award in the same competition year.

Decision criteria for performance pay and Presidential Awards are attached as an addendum (1) to these precepts.

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C. DENIAL OF FE SALARY LEVEL INCREASES

Senior boards must recommend denial of a FE salary increase in any case in which they low rank or refer a member to a performance standards board.

D. SPECIAL DIRECTIVES

1. CAREER MINISTER BOARD (SFS-I)

a. Consideration for Career Ambassador

The career minister board will review the files of all eligible members of the class of career minister on a classwide basis. The board will be advised of the number of nominations it may make to the Secretary for conferral of the personal rank of career ambassador. The names of the career ministers who meet the eligibility and service requirements for consideration will be certified to the board by the Director of the Office of Performance Evaluation. The board need not recommend any member for the personal rank of career ambassador and may not recommend more than the number of nominations authorized. The board will prepare a statement to the Secretary justifying any nomination it may make.

b. Conferral of the Rank of Career Ambassador

The Foreign Service Act of 1980 authorizes the President, with the advice and consent of the Senate, to confer the personal rank of career ambassador upon a career minister of the SFS “in recognition of especially distinguished service over a sustained period.” The eligibility requirements for consideration and the limited number of nominations authorized indicate that this signal honor should be conferred only in recognition of exceptionally distinguished and superior accomplishment in discharging the responsibilities of the most senior and demanding positions over a sustained period. In considering career ministers for this honor, the board should seek a record of extraordinary sustained achievement of individuals who have served at least one year as assistant secretary or the equivalent and at least one year as a chief of mission, with clear evidence of potential and availability for continued service in the most important positions in the Department and abroad. The board should also give particular consideration to the variety of career experience, domestic and abroad, geographic and functional, and to the range and importance of substantive and managerial achievements.

2. MINISTER-COUNSELOR BOARD (SFS-II)

The minister-counselor board will review on a classwide basis the files of all eligible members of the class of minister-counselor. The board should bear in mind that relatively few members demonstrate the exceptional quali-

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fications warranting advancement to the class of career minister. No member should be recommended for consideration who has not already clearly demonstrated, through superior achievement in positions demanding broad leadership, policy direction, and program and resource management, that the officer is fully qualified to fill the most senior and responsible positions in the Service. In making its determinations, the board should give particular weight to outstanding performance as chief of mission or in positions of equivalent importance as listed in 3 FAH-1 H-2320, as well as to the member's ability to continue to perform at this level of responsibility.

3. COUNSELOR BOARD (SFS-III)

The counselor board will review the files of all eligible members in the class of counselor (Class FE-OC) who have generalist primary skill codes. In addition, the performance folders of all members with a primary skill code in one of the administrative subfunctions (General Services-2301, Personnel-2201) will be reviewed with administrative generalists. Files will be reviewed both on a classwide and a functional (by cone) basis, unless the members are reached for promotion on the classwide rank-order list.

4. SENIOR SPECIALIST AND SPECIALIST THRESHOLD BOARDS (SFS-IV)

The senior specialist board and specialist threshold board will review the files of all eligible members in the class of counselor and in class FS-1, who have primary skill codes in the following specialist occupational categories:

Category	Skill Codes
Financial Management Officer	2101
Security Officer	2501
Security Engineering Officer	2550
Diplomatic Courier	2580
Information Management Specialist	2880
Information Management Technical Specialist	2882
Medical Officer	6110
Nurse	6115
Psychiatrist	6125
Facilities Maintenance Specialist	6217
Construction Engineer	6218

In making recommendations for promotion and in discharging its other responsibilities, the board will consider officers within each class (counselor and FS-1) by occupational category, except that at the OC level, security officers and security engineering officers will compete together for promotion. For special instructions regarding current and former narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream".

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5. SENIOR THRESHOLD BOARD (GENERALISTS) (SFS-V)

a. Promotion

The senior threshold board will review the files of all eligible members of class FS-1 with generalist primary skill codes who have requested consideration for promotion into the Senior Foreign Service. The performance folders of members with a multifunctional skill code will be reviewed first on a multifunctional and then on a functional basis (by cone), unless the members are reached for promotion multifunctionally. The performance folders of members not designated multifunctional will be reviewed on a functional basis according to their primary skill code. The performance folders of all members with a primary skill code in one of the administrative subfunctions (General Services-2301, Personnel-2201) will be reviewed with administrative generalists. Members requesting promotion across the senior threshold may be considered by no more than six consecutive annual selection boards and must leave the Service if not promoted within that period.

For special instructions regarding current and former labor officers, environment/ science/technology officers, and narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream".

Generalists seeking to cross the senior threshold must have an S-3/R-3 professional level of proficiency in at least one foreign language. Specialists are exempt from any language proficiency for promotion across the threshold.

b. Multifunctional Promotions (3 FAH-1 H-2623.3 and 3 FAH-1 H-2625.2-2)

The Department's goal in creating the multifunctional skill code is to assist the Department in expanding the pool of broad gauged officers prepared to assume senior leadership positions. On September 25, 1998, the Director General and AFSA signed a new multifunctional program agreement broadening the former multifunctional program. Under the new program, officers no longer need to demonstrate cross-functional work (e.g., resource management vs. policy). This has been replaced by cross-conal service (e.g., political officer in an administrative, economic, or consular job). Multifunctional criteria continues to include transnational or global skills introduced in 1997 and largely eliminates the automatic status from the old "M" designation of jobs, e.g., office directors. Members found qualified for the multifunctional skill code will have served in positions designated as multifunctional (e.g., DCM), cross-conal, or transnational and global. Except for a few officers "grandfathered" into the skill code at its creation, officers must apply for such a designation to a panel in Personnel (PER/CDA).

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No member of the Service should be disadvantaged by these changes in the program. Multifunctional credit will be given to officers who are serving or have served in positions for which multifunctional credit was awarded but now no longer carry multifunctional credit; and to those serving in positions at the time of the agreement, will receive credit for the entire time they encumber these positions.

A copy of the negotiated agreement on multifunctionality between the Department of State and AFSA of September 25, 1998, will be provided to the relevant boards.

Positions encompassing core functions in the global (G) bureaus of OES, INL, PRM, and DRL were designated as multifunctional effective in 1997. Positions abroad designated as labor, environment/science/technology, narcotics, and refugee migration were also granted multifunctionality.

For special instructions regarding current and former labor officers, environment/science/technology officers, and narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream". (NOTE: Narcotics specialists who elect to change their skill code are eligible for multifunctional competition only.)

PART V. INTERMEDIATE BOARDS

A. INTERMEDIATE GENERALIST BOARDS

Intermediate generalist boards will review the performance folders of Foreign Service members with generalist skill codes in classes FS-2 through FS-4. The performance folders of members in classes FS-2 and FS-3 with a secondary multifunctional skill code will be reviewed first on a multifunctional and then on a functional basis (by cone), unless they are reached for promotion multifunctionally. The performance folders of members not designated multifunctional will be reviewed by function only. The boards will be organized as follows:

1. BOARD G-II MULTIFUNCTIONAL AND G-III MULTIFUNCTIONAL: PROMOTIONS FS-2 TO FS-1 AND FS-3 TO FS-2 (3 FAH-1 H-2625.2-2)

The Department's goal in creating the multifunctional skill code is to assist the Department in expanding the pool of broad gauged officers prepared to assume senior leadership positions. On September 25, 1998, the Director General and AFSA signed a new multifunctional program agreement broadening the former multifunctional program. Under the new program, officers no longer need to demonstrate cross-functional work (e.g., resource management vs. policy). This has been replaced by cross-conal service (e.g., political officer in an administrative, economic, or consular job). Multifunctional criteria continues to include transnational/global skills introduced in 1997 and largely eliminates the automatic status from the old

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"M" designation of jobs, e.g., office directors. Members found qualified for the multifunctional skill code will have served in positions designated as multifunctional (e.g., DCM), cross-conal, or transnational/global. Except for a few officers "grandfathered" into the skill code at its creation, officers must apply for such a designation to a panel in Personnel (PER/CDA).

No member of the Service should be disadvantaged by these changes in the program. Multifunctional credit will be given to officers who are serving or have served in positions for which multifunctional credit was awarded but now no longer carry multifunctional credit; and to those serving in positions at the time of the agreement, will receive credit for the entire time they encumber these positions.

A copy of the negotiated agreement on multifunctionality between the Department of State and AFSA, of September 25, 1998, will be provided to the relevant boards.

Positions encompassing core functions in the global (G) bureaus of OES, INL, PRM, and DRL were designated as multifunctional effective in 1997. Positions abroad designated as labor, environment/science/technology, narcotics, and refugee migration were also granted multifunctionality.

For special instructions regarding current and former labor officers, environment/science/technology officers, and narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream". (NOTE: Narcotics specialists who elect to change their skill code are eligible for multifunctional competition only.)

2. BOARDS G-II (A AND B) FS-2 TO FS-1 AND G-III (A AND B) FS-3 TO FS-2

Boards G-II and G-III will review by functional category (cone) the performance folders of all eligible members in classes FS-2 and FS-3 in the FO/FP pay plans with generalist skill codes and FO members in the administrative subfunctions of finance, personnel, and general services.

Members recommended for functional promotions should demonstrate full proficiency in their primary functional field (cone). They may have deepened their functional expertise through a Department-sponsored university training program. Generalist officers, however, should, as they move into positions of greater responsibility, demonstrate an understanding of the broad range of State Department operations. Accordingly, experience which broadens a functional officer's perspective should be given appropriate weight by the board.

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For special instructions regarding current and former labor officers, environment/science/technology officers, and narcotics specialists, refer to Part III A. 3. "Merger of Labor, Narcotics and Environment/Science/Technology Skill Codes into the Mainstream".

3. BOARD G-IV

Board G-IV will review in classwide competition the performance folders of tenured members in class FS-4 who were in the Junior Officer, Mustang, and FSO Career Candidate Programs, plus the performance folders of career candidates in class FS-4 who have been recommended for tenure but who have not satisfied the language requirement.

B. INTERMEDIATE SPECIALIST BOARDS

Intermediate specialist boards will review by occupational category the performance folders of eligible Foreign Service members in classes FS-2 through FS-7 with primary skill codes in the specialist occupational categories listed below, except that the performance folders of those members in the FO pay plan with skill codes in the administrative subfunctions of finance, personnel, and general services will be reviewed by boards G-II and G-III. The intermediate specialist boards will be organized as follows:

Board	Occupational Category and Skill Codes	Pay Plan/Class
S-I	Construction Engineer (6218)	FS 2-4
	Facilities Maintenance Specialist (6217)	FS 2-4
	Medical Technologist (6145)	FS 2-4
	Narcotics Officer (6070)	FS 2-4
	Nurse (6115)	FS 2-4
	Finance (2101)	FP 2-4
	Personnel (2201)	FP 2-4
	General Services (2301)	FP 2-4
S-II	Security Officer (2501)	FS 2-4
	Security Engineering Officer (2550)	FS 2-4
	Diplomatic Courier (2580)	FS 2-4
S-III	Information Management Specialist (2880)	FS 2-4
	Information Management Technical Specialist (IMTS) (2882)	FS 2-4
S-IV	Information Management Specialist (2880)	FS 5
S-V	Office Management Specialist (9015)	FS 3-6
	(formerly Secretary)	
S-VI	Office Management Specialist (9015)	FS-7
	(formerly Secretary)	

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Specialists are members of the Foreign Service whose primary skills involve such specialized professional and technical qualifications that their performance is difficult to compare with generalists or other specialists of the same class. The boards will evaluate specialist members in accordance with the criteria for promotion in the Foreign Service, with emphasis on demonstrated performance and potential in the member's specialty.

Boards are reminded that some specialists serve in positions outside their specialist categories. Such assignments serve the interests of the Department as well as the developmental interests of the specialist. Evidence that a specialist has used such an assignment to enhance his or her value to the Department should be afforded the same weight as evidence in this regard with respect to assignments in his or her own specialty.

Boards will be informed when some members under their review have reached the top grade within their career field and cannot be further promoted. Boards should give particular attention to recommendations they are authorized to make concerning training and assignments, and a member's potential to serve in other functions.

1. BOARD S-I

(Finance, GSO, Personnel, Nurses, Facilities Maintenance Specialists, Construction Engineers, Medical Technologists, Narcotics Officers)

Board S-I will evaluate members with emphasis on demonstrated performance and potential in the members' function or occupational category. For special instructions regarding current and former narcotics officers, refer to Part III A. 3. "Merger of Labor, Narcotics, and Environment/Science/Technology Skill Codes into the Mainstream".

2. BOARD S-II

(Security Officers, Security Engineers, Diplomatic Couriers)

Board S-II should be aware that since a preponderance of the positions in the security officer category are located in the United States, a number of security officers have not had the opportunity to serve abroad. The board should ensure that no officer is disadvantaged because of the lack of an assignment abroad.

3. BOARDS S-III and S-IV

(Information Management Specialists and Information Management Technical Specialists)

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

Boards S-III and S-IV should be aware that the information management specialist (2880) skill code was created in March 1992. The skill code consists of former systems managers and former operational communications personnel. The two former categories have been considered jointly for promotion since 1993.

The boards will evaluate members placing emphasis on those individuals who have shown initiative to the extent opportunities exist, in acquiring, through formal or informal means, the skills of the new, broad based, information management specialist (IMS) category. The boards shall place priority consideration on those members who have demonstrated skills, performance, and potential in multiple disciplines (the former computer systems and telecommunications skills of the 2880 group). Because the skill codes have been combined since March 1992, every 2880 skill code individual has had ample opportunity to demonstrate skills, or at a minimum potential for acquiring skills, in multiple areas and the boards should rate accordingly.

Eligible members of classes FS-2 through FS-4 in the information management technical specialist (IMTS) 2882 category, formerly known as communications officer-technical (2442), will be considered for promotion by the S-III board. The board shall give particular credit to those individuals who have shown initiative (through either formal or informal means) in the skill areas of computer systems, telecommunication, radio, telephone, and software operating systems to meet the new, changing information technology needs of the Department.

4. BOARDS S-V and S-VI (Office Management Specialists)

The growth of office automation and diminishing resources have led to a more multifaceted role for office management specialists and to expanding duties in the area of office management and systems administration. These duties include substantive tasks related to the work of the office and can involve use of foreign languages. The Department views the Foreign Service office management specialist as an employee who has the potential to perform a variety of functions. These include administrative work (personnel, communications, systems administration, security, general services, etc.), consular work, managing information, public affairs responsibilities and staff assistant assignments, among others.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

Many office management specialists continue to handle traditional duties and to function as executive assistants to senior officials. Historically, the Department has considered these office management specialists to be at the top of the career ladder, as were office management specialists in staff assistant and personal assistant positions. But with the assignment of office management specialists to other specialist and interfunctional positions and with the need to make maximum use of the abilities of all personnel in this time of diminishing resources, office management specialists should be evaluated against the precepts for their initiative, management skills, leadership, and interpersonal and intellectual skills regardless of the nature of the position they hold.

The boards shall not disadvantage any office management specialist who appears interested in or prepared to move to another career field or who has served a substantial part of her or his duties in non-traditional office management specialist functions. At the same time, the boards shall give full credit to the performance of office management specialists in jobs involving traditional duties. They shall also give full credit to those filling executive office management specialist positions.

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ADDENDUM 1 TO THE 1999 PROCEDURAL PRECEPTS

PERFORMANCE PAY AND PRESIDENTIAL AWARDS (3 FAM 2872.3-1)

Recommendations of SFS members for Department performance pay awards shall be based on the following criteria:

- (1) The relative value of the member's achievement to the accomplishment of the Department's mission;
- (2) The degree of difficulty inherent in successful achievement by the member;
- (3) The extent to which achievement was characterized by strong executive leadership and significant contributions in the formulation of agency policies and programming;
- (4) The extent of demonstrated highly developed functional, foreign language and area expertise;
- (5) Effective supervision and development of subordinates;
- (6) Achievements in the areas of cost reduction, efficiency, quality of work, productivity, and timeliness to the end of improving Foreign Service managerial flexibility and effectiveness;
- (7) Meeting affirmative action goals and achievement of equal opportunity requirement; and
- (8) Achievements in the identification, correction, and control of waste, fraud, and mismanagement.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321A

Presidential Award Nominations (3 FAM 2872.3-2)

Officers under review for nomination for Presidential awards, in addition to being judged by the criteria above, must consistently have demonstrated sustained accomplishment at a superior or extraordinary level as a member of the Senior Foreign Service, or in equivalent grades for at least three annual rating cycles, as well as qualities of integrity and creativity, and have maintained a high degree of public trust. Evidence of significant sustained accomplishment may be found in such areas as the following:

- (1) Significant contributions to the national interest in the field of foreign affairs including public diplomacy and international trade and development; or, for SFS members on detail, in areas of foreign or domestic policy;
- (2) Managerial accomplishments in cooperative efforts with other foreign affairs agencies, other Federal agencies, other Government entities, and/or with the private sector, and/or
- (3) Achievement of agency wide importance in policy, technical, program, and/or human resource terms.

Equality of Consideration

All officers will be compared and judged solely on merit with absolute fairness and justice. In particular, no officer will be disadvantaged, directly or indirectly, for reasons of race, color, gender, religion, sex, age, marital status, national origin, disability, reasonable accommodation for disability, sexual orientation, or means of entry into the Service.

3 FAH-1 H-2321 Exhibit H-2321B

THE CORE PRECEPTS—DECISION CRITERIA FOR TENURE AND PROMOTION IN THE FOREIGN SERVICE

(TL:POH-56; 11-24-1999)
(State Only)
(Applies to Foreign Service Only)

DECISION CRITERIA FOR PROMOTION

The core precepts provide the guidelines by which selection boards determine the promotability of Foreign Service employees.

The precepts enlarge upon the headings found in existing EER forms, defining the specific skills to be considered and the level of accomplishment expected at different ranks. They distinguish between apprentice, journeyman, and master levels—the junior, mid-level, and senior ranks.

The precepts are arranged in a grid: the single-centered row above the three column defines the skill; the progressive possession and exercise of that skill are captured in the boxes from left to right. For example, under Substantive Knowledge, Job Information, a junior officer "Develops and applies knowledge needed in current assignment; learns factors which impact work; understands how job relates to organizational goals and U.S. policy objectives; uses job knowledge to enhance performance."

The skills are cumulative; the descriptions for each level assumes that the employee has mastered those at the lower level(s). The rating officer should review descriptions at any lower levels before making an evaluation. For instance, in rating a mid-level employee, the rating officer should review the descriptions both for "Mid-level" and for "Junior-level."

Because progression in some skill codes is capped at the mid-levels, the Senior Foreign Service column does not apply to those specialists.

The content and form of these precepts have been negotiated with AFSA.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Leadership Skills		
Junior-Level	Mid-Level	Senior-Level
Problem Solving and Decision Making		
Identifies issues within context of own job which require decisions or other action; arrives at recommendations in a logical, orderly manner; acts confidently and decisively within own purview, consulting others as appropriate; is sensitive to needs and opinions of others.	Makes reasoned, effective, and timely decisions after considering all relevant factors and options, even when data are limited or conflicting or will produce unpleasant consequences; implements decisions and evaluates their impact and implications, making adjustments as needed.	Integrates policy and administrative factors into problem solving and decision making in a manner enhancing the entire organization; encourages staff to accept responsibility.
Innovation		
Takes initiative to go beyond assigned tasks; identifies problems and proposes creative solutions; seeks to improve job and organization performance.	Develops insights into situations and applies them in the workplace; devises innovative solutions to make organizational improvements and policy adjustments.	Creates an organization-wide environment which encourages innovation; takes a long-term view and acts as a catalyst for constructive change; conceives and institutes organization-wide policy and program initiatives; anticipates and prepares for the future.
Representational Skills		
Establishes and maintains purposeful and productive relationships with domestic and foreign contacts; interacts effectively in official and social encounters.	Identifies and cultivates key individuals and institutions; advances U.S. interests through hosting and attending representational events.	Moves with ease at all social settings and levels; ensures identification, cultivation, and periodic assessment of audiences important to U.S. interests.
Openness to Dissent		
Presents differing and dissenting views in a professional manner showing compliance with chain of command; publicly supports official decisions, even when disagreeing with them.	Discerns when well-founded dissent is justified; expresses own differing views respectfully and guides staff to do the same.	Accords importance to well-founded dissent and defends its appropriate expression.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Managerial Skills		
Junior-Level	Mid-Level	Senior-Level
Operational Effectiveness		
Plans, organizes, and directs activities effectively; ensures that projects within area of responsibility are completed in a timely manner; accepts supervision and guidance; provides feedback to supervisors.	Produces results in most effective manner; objectively analyzes the organization's strengths and weaknesses, and takes appropriate action.	Establishes effective management procedures and controls; encourages and rewards efforts of staff to enhance their effectiveness; foresees challenges to, and opportunities for, the organization and takes steps in advance to deal with them.
Management of Resources		
Utilizes internal controls to protect the integrity of the organization and prevent waste, fraud, and mismanagement, reporting any instances where such problems occur; uses material and financial resources prudently; strives to produce highest return with lowest cost.	Ensures that effective internal controls are in place and work correctly; allocates resources efficiently, equitably, and in conformity with policy and regulatory guidelines.	Evaluates adequacy of internal controls and ensures implementation of improvements as warranted; holds managers accountable for the consequences of their resource decisions; seeks resource adjustments as needed.
Performance Management and Evaluation		
Participates in preparation of work requirements for self and works with staff in preparing their work requirements; develops plans to accomplish work requirements; ensures that staff are appropriately utilized, appraised, and rewarded; gives staff both formal and informal feedback on performance and potential; completes employee evaluations in accordance with standards and deadlines.	Establishes broad performance expectations for unit; manages staff effectively, focusing on results; monitors plans to accomplish work requirements; delegates appropriately; creates a productive work environment in which the contributions of individuals are valued and encouraged; assists in preventing and resolving personnel problems; ensures that the evaluation process is properly conducted and that counseling occurs throughout the rating year.	Establishes organization-wide performance expectations; inspires a high level of performance in staff; ensures the professional development and mentoring of staff; oversees possible improvements in human resource processes; works to prevent and resolve personnel problems in a timely manner; ensures that the evaluation and counseling process is conducted effectively and in accordance with standards and deadlines.
Support for Equal Employment Opportunity		
Treats all individuals fairly and without bias due to race, color, gender, religion, national origin, age, disability, sexual orientation, or any other factor unrelated to job performance; acts in compliance with U.S. Government and Department EEO policies.	Ensures by example and instruction, and verifies through monitoring and follow-up, that all employees are treated in a fair manner; applies EEO and merit principles consistently; identifies and addresses situations giving rise to complaints and grievances based on issues of fairness in the workplace.	Fosters an organization-wide environment in which diversity is valued and respected; provides personal leadership and vigorous support for EEO and implementation of fair employment practices.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Interpersonal Skills		
Junior-Level	Mid-Level	Senior-Level
Professional Standards		
Holds self accountable for rules and responsibilities; is dependable and conscientious; is composed, professional, and productive, even in difficult conditions.	Is self-directed; consistently maintains equanimity and a professional demeanor; maintains own motivation and encourages others to persevere in difficult circumstances.	Sets the standard for integrity and workplace behavior by example and instruction; does not lose composure under stress or in crisis.
Adaptability		
Adapts behavior and work methods as needed in response to new information, changing conditions, or unexpected obstacles; displays sensitivity to cultural differences.	Guides staff in adjusting to new environments and different value systems and cultures, while maintaining own standards and identity.	Anticipates and plans for change; exercises sophisticated cultural sensitivity in all circumstances.
Professional Responsiveness		
Demonstrates quality service by responding professionally and competently to both internal and external customers.	Encourages and assists staff to maintain and strengthen service orientation; anticipates and meets the changing needs of customers.	Fosters a customer-oriented focus throughout the organization; ensures commitment to continuing service improvement.
Teamwork		
Is open to views of others; works in collaborative, inclusive, outcome-oriented manner with U.S. and foreign colleagues; accepts team consensus.	Facilitates open exchange of ideas; fosters cooperation and collaboration among U.S. and foreign colleagues; motivates and guides team members toward a common goal.	Inspires and motivates all staff to participate and contribute; encourages and develops a team identity and cohesiveness among staff; resolves work-related problems by mobilizing team skills and resources.
Social Perceptiveness		
Demonstrates sensitivity in both domestic and foreign environments to status, protocol, and chain of command; responds considerately to the needs, feelings, and capabilities of others; shows respect for cultural differences.	Understands and deals effectively with relationships and aspirations; anticipates how others will react; frames own responses to achieve harmonious results.	Navigates easily in an environment of shifting relationships; anticipates socially sensitive issues and takes appropriate action.
Persuasion and Negotiation		
Learns to influence others; gains cooperation, while showing respectful understanding of others' positions.	Influences others deftly; fosters understanding of U.S. Government and Department views and positions; develops alliances with others; finds common ground among disparate forces and builds consensus; facilitates win-win situations.	Negotiates effectively on a wide range of issues in internal, bilateral, and multilateral environments; manages and resolves major conflicts and disagreements in an interest-based manner; manifests a faculty for astute compromise without sacrificing ultimate goals.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Communication and Foreign Language Skills		
Junior-Level	Mid-Level	Senior-Level
Written Communication		
Writes succinctly; produces written materials that are thorough; conveys analysis that highlights essential points and clearly explains essence of subject to the intended audience.	Writes persuasively; ensures that policy and operational issues are articulated in ways most helpful to decision makers; assists staff to develop effective writing skills.	Exhibits full mastery of written communication; shows sophisticated ability to analyze, synthesize, and advocate in a timely manner; edits others' texts judiciously.
Oral Communication		
Speaks in a concise, effective, and organized manner, tailored to the audience and the situation; speaks convincingly in groups and in individual discussion.	Speaks authoritatively to all audiences, demonstrating comprehensive understanding of issues and options; articulates policy goals persuasively; fosters an atmosphere of open communication and exchange of ideas; seizes opportunities to present U.S. perspective to audiences.	Effectively argues complex policy issues; deals comfortably with the media and with the most senior levels of government and society; is active and effective in public diplomacy outreach.
Active Listening		
Listens attentively; understands and absorbs others' messages; correctly reads nonverbal signals; summarizes others' views accurately and confirms accuracy of understanding; considers and responds respectfully and appropriately.	Instills trust in others which motivates them to speak openly and candidly; understands and respects cultural sensitivities and constraints in discussing issues and opinions; asks open-ended, incisive questions to ensure accuracy of understanding.	Adeptly discerns the innermost meanings and nuances of messages that others convey.
Foreign Language Skill		
Attains professional proficiency* in at least one foreign language; uses foreign language skills to enhance job performance; seeks to improve foreign language skills. *Generalists, to be tenured, must attain level removing them from language probation.	Has attained professional proficiency* in at least one foreign language; uses that skill effectively to communicate U.S. Government themes and exercise influence; works to increase foreign language ability. *Generalists, to cross senior threshold, must attain S/3-R/3 in one language.	Having demonstrated proficiency in at least one foreign language strives to acquire proficiency in one or more additional languages.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Intellectual Skills		
Junior-Level	Mid-Level	Senior-Level
Information Gathering and Analysis		
Locates, evaluates, and quickly assimilates information; considers a variety of sources, cross-checking when appropriate; reorganizes information logically to maximize its practical utility and identify key underlying factors; recognizes when additional information is required and responds accordingly.	Has a sophisticated understanding of sources and their reliability; knows what to report and when; accepts that it may not be possible to base recommendations, decisions, or actions on comprehensive information; considers downstream consequences; guides and motivates staff to refine their own analytical skills.	Integrates fully a wide range of information and prior experiences in policy making; ensures that staff search out and evaluate information before making recommendations and decisions; recognizes situations in which information and analysis are incomplete and responds wisely; accepts accountability for self and insists on it for staff.
Critical Thinking		
Identifies key information, central issues, and common themes; distinguishes fact from opinion and relevant from irrelevant information; identifies the strengths and weaknesses of various approaches; outlines realistic options.	Isolates key points, central issues, and common themes in a mass of complex information; can determine the best solution or action from a range of options; is objective in analyzing problems and judging people.	Analyzes and defines complex policy issues clearly, in terms which permit them to be dealt with in a practical way; encourages staff to analyze situations and propose options, giving constructive and instructive feedback; correctly senses when it is appropriate to take risks, and does so.
Active Learning		
Seeks out new job-related knowledge and readily grasps its implications for the workplace; seeks informal feedback and learns from mistakes; recognizes own strengths and weaknesses and pursues self-development.	Develops plans to broaden own knowledge and to teach others in the workplace; provides informal feedback to colleagues.	Anticipates the need for new information or knowledge for self and others; identifies sources of new information and communicates these sources to staff.

Continuation — 3 FAH-1 H-2321 Exhibit H-2321B

Substantive Knowledge		
Junior-Level	Mid-Level	Senior-Level
Job Information		
Develops and applies knowledge needed in current assignment; learns factors which impact work; understands how job relates to organizational goals and U.S. policy objectives; uses job knowledge to enhance performance.	Has broad knowledge of job-related processes and practices; remains current on policies and trends that affect the organization; analyzes the interplay of forces influencing the achievement of policy and program objectives and makes reasonable recommendations.	Integrates thorough knowledge of issues arising in job to formulate and implement policies and programs; monitors internal and external sources for information and ideas; uses job knowledge to shape outcomes; guides staff in developing their job-related knowledge.
Institutional Knowledge		
Understands institutional realities which may affect work; understands the role and power of various offices and people, both domestically and abroad; cultivates and utilizes contacts in other organizational entities; uses institutional understanding to get things done.	Applies knowledge of institutional realities to policy and operational issues; crosses institutional boundaries in obtaining information and building support; operates on an equal footing with officials in other bureaus, agencies, foreign governments, business communities, academia, and media; assists staff to comprehend the institutional influences within which they work.	Uses sophisticated institutional understanding to avoid problems and advance U.S. Government goals; ensures that staff are mindful of the importance of proper and prudent process in securing desired outcomes.
Professional Expertise		
Understands and applies Foreign Service procedures, requirements, regulations, and policies; assimilates Foreign Service milieu; builds knowledge of U.S. and foreign environments; uses developing expertise in work situations.	Strives to deepen understanding of the Foreign Service as a profession; uses expertise to evaluate policies and programs and to advise and develop others; is able to operate independently to further bureau or mission objectives.	Combines mastery of US policy objectives and knowledge of foreign environments to advance U.S. Government goals; mentors and assists staff to develop Foreign Service skills and expertise, promoting a work environment that enhances their professional development.
Knowledge of Foreign Cultures		
Demonstrates knowledge of foreign cultures, values, and norms; appropriately applies foreign perspective to domestic assignments and host country perspective to assignments abroad.	Has sophisticated grasp of foreign political, economic, cultural, and information environments; relates knowledge to fulfillment of bureau or mission goals.	Uses thorough knowledge of foreign environments to identify and seize opportunities to advance U.S. Government goals.
Technical Skills		
Learns and uses technical skills and technology as appropriate in setting of job; understands the impact of technology on the workplace; seeks ways to use technology to enhance performance.	Continuously enhances own and staff's understanding of work-related technical skills and technology and their applications; advances policy and program goals through the use of available and appropriate technology.	Promotes own and staff's full utilization of technical skills and technology to achieve bureau or mission goals; devises efficient and cost-effective strategies to integrate technology into the workplace.